

CONFIDENTIAL

15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

[Redacted]

25X1

SUBJECT:

[Redacted] Contribution to Director's Draft
Statement of Goals, Principles and Standards for
CIA

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1. There is general agreement within the Division that the idea of setting forth a statement of objectives is a good tact. Most personnel have the view that the draft statement of goals or objectives is fairly good as it stands. It should be noted that there were those who believe the statement of goals should be more concisely stated. In this latter vein, the view of one of our up-and-coming young officers that the inscription in the lobby of Headquarters building is a fully adequate statement in itself.

2. Attached as Tab B are various memoranda from [Redacted] branches and input from two of our overseas stations [Redacted]. All of these, we believe, should be read. Tab A is our attempt to write a draft statement based on a composite of [Redacted] views.

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3. Whatever the outcome of this exercise, it is the view of most of us in [Redacted] that the statement of objectives for the Agency should be concise and to the point. A statement should be read and easily etched in everyone's mind. This is why the inscription in the lobby to many of us sums up our goals, our objectives.

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Attachments:

Tab A - [Redacted] Draft Statement
Tab B - [Redacted] Memoranda/Cables

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STATEMENT OF GOALS

Goal: Provide the executive arm of the USG the best and most timely intelligence and analysis possible that is accurate, non-biased, and non-politicized.

People: Our personnel are a paramount commodity without whom our goal cannot be fulfilled. We concentrate on recruiting excellence; fostering initiative and individuality; developing and encouraging imagination and creativity; and expect both moral and physical courage from all levels. Well thought out risk-taking is invited. We create an atmosphere in which the individual feels he is part of an elite group that cares for him. We encourage a concern among employees for each other. Managers look at employees in a positive way, making them feel vital.

Ethics: CIA activities are subject to the laws of the United States. Our personnel understand that any and all activities engaged in by CIA are governed by U.S. statutes. Infringement of such constitutes impermissible conduct unless exempted by Executive Order. The personal integrity of our personnel in the professional pursuit of our goals must be beyond question. We have a total commitment to base our actions, reporting, evaluation, and interpersonal relations on the truth.

Management: Managers emerge from the multi-discipline ranks of successful, people-oriented, objective-targeted achievers with established professional credentials earned against the crucible of clearly defined criteria.

Measure of Results: Results are satisfactory when the following questions are answered in the affirmative:

- Was the needed information made available in a timely manner?
- Was it correctly analyzed?
- Was appropriate action taken?
- Were options presented to the decision-makers?

Standards: Intelligence is a dynamic "growth industry." It requires:

- a) Performance excellence;
- b) High quality training;
- c) Dedicated, imaginative, motivated, and disciplined personnel with high integrity levels.

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IN SEARCH OF EXCELLENCE

Excellence is the byproduct of human endeavor which soars above the ordinary and captures the imagination. Though it can in certain respects be quantified or observed, what ultimately constitutes excellence in the eye of the beholder defies precise description.

Credos which have imbedded themselves in people's minds and inspired them to greatness have never been long and general statements of purpose. Rather, spare phrases, notable for their simplicity, have moved individuals and nations forward. Looking at our own history, Americans have lived, fought and died for the ideals embodied by such statements, as, "Give me liberty or give me death", "all men are created equal" and mottos, such as, "semper fidelis", "duty, honor, country."

This gifted and diverse agency, unique of purpose and endowed with a special trust, need not look elsewhere for its inspiration: Inscribed in stone are all the words that are needed to guide us -- "And you shall know the truth and the truth shall make you free." On the facing wall are 40 stars marking our past and future commitment to this objective.



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FEB 13 1984

MEMORANDUM FOR THE RECORD

FROM:

25X1

SUBJECT: CIA Statement of Goals, Principles and Standards

1. The collective view in the is one of general endorsement of the attached statement of goals, principles and standards for CIA. There are several observations which management might wish to consider as a way of sharpening the focus of this statement with regard to the Agency's unique role in our government:

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-- The statement, if it is to be practical, may require tailoring for each Directorate in which the principles of the general statement are applied directly to the specific needs of the individual Directorate.

-- CIA's role is one of exceptional challenge and unique expectations by policymakers. Therefore, there are unique and exceptional demands placed on individual employees not readily required elsewhere. If CIA is to effectively live up to its expectations, greater emphasis must be placed on motivation and the importance of individuality among employees. Motivation should be clearly a part of any statement of standards.

-- The paragraphs on "people" and "management" appear to overlap and, while what is said is worth saying, the redundancy should be either eliminated or the two paragraphs combined. As stated above, individuality and individual initiative should rank with management as an important aspect if not the secret strength of our Organization.

-- With regard to the statement on "results", it is not enough to simply measure the results if we are to obtain the depth of support in and out of government needed to effectively pursue our collective responsibilities. There must be more initiative from the President and Congress in passing along credit for successes to the public. Obviously, the nature of our business does not lend itself to public announcement, but on those occasions when this is possible it should be done as a management responsibility at the highest levels of our government.

-- Because of the extraordinary demands placed on this Agency, every effort must be made to resist forming this Agency in the image of all other departments and agencies

of our government. Our mission is unique; therefore, our Agency must be uniquely constructed, staffed, and managed.

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10 February 1984

MEMORANDUM FOR: [REDACTED]

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INFORMATION: [REDACTED]

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FROM: [REDACTED]

SUBJECT: [REDACTED]

Views and Comments of [REDACTED]
[REDACTED] Personnel on the Draft CIA Goals
Statement

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1. A Branch meeting was held on 8 February to discuss the CIA goals statement. It was the general opinion of Branch Personnel that the Draft Goals, Principles, and Standards, with the one suggested modification noted below, are well presented. It was, however, strongly noted by almost everyone that well-presented goals, principles, and standards will do nothing to make this, or any other, organization excellent, unless those goals, principles, and standards are rigorously adhered to, and carried out in actual practice. In fact, it was the general consensus that this Agency already has well-enunciated and enlightened policies and mechanisms on paper, and that the bulk of any present problems stem from a failure to practice what is preached.

2. The suggested modification concerns the statement on "Measure of Results." It was noted that, first and foremost, this Agency's reporting must be truthfully accurate, non-biased, and non-politicized. Contrary to commercial ventures, the customer in our business is not always right. Therefore, it is suggested that the statement be reworded to take account of the above, and to recognize that if we allow customer satisfaction (concerning the coincidence of our reporting with customer preconceptions) to influence our work, we will be failing in our mission to provide truth to the decisionmakers.

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[REDACTED] ILLEGIB [REDACTED]

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10 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: Comments and Constructive Criticism on Draft
Statement of Goals

Suggested editing of the "Statement of Goals,
Principles and Standards for CIA".

Purpose. To provide timely, accurate,
comprehensive, useful intelligence support to the U. S.
Government and its allies.

Organization. Omit.

Ethics. Every member of the Agency must be aware
of and sensitive to the letter and spirit of the Constitution
and laws of the United States.

Management. CIA will foster initiatives and
creativity by allowing the individual great freedom of action
in attaining defined objectives, while requiring efficiency,
accountability, and results at all levels.

Measure of Results. End results of the CIA are
the value, relevance, and timeliness of the intelligence and
operations produced. Those results come from the qualities of
its people and their creativity, dedication and success in
utilizing technology and resources to collect, analyze, and
apply information and judgement to foster the security and
prosperity of the United States.

Standards. We seek

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills,
confidence, and personal resources in our
people;
- utilization of the most effective
technologies;
- capability and flexibility to meet tough
and sudden challenges;
- leadership and recognition as the best
intelligence service in the world.

SECRET

13 February 1984

SUBJECT: CIA's Statement of Goals and Principles

I think the Director's idea is a good one... we need lots of emphasis on excellence around here, and asking for help from everyone is starting off right. I think the "Statement" as it stands is a monumental bore, however. Can we not just once write something in non-bureaucratic language? Take a hard look at the IBM paper. It is about half as long as the CIA Statement, it has no high-sounding title, it contains no phrases such as "comprehensive support" or "broad range" or "operating elements" or "capital value." The IBM paper writes of "managers" not "management personnel," "employees" rather than "people," "succeed" rather than "seek to exemplify." Please for once write something everyone in this Agency will read, something that does not make one's eyes glaze over with the first word. Use the words "use" and "using" instead of "utilize" and "utilization." Never use "foster" and try to make the thing sound less like God's commands to Moses than a statement of principles from a spy agency.

Secondly, the paragraph about employees should come second...right after the statement on purpose, as it does in the IBM paper, showing that the organization places its employees first. This paragraph should state that this Agency encourages a concern among employees for each other, that managers look at employees in a positive way rather than looking constantly for mistakes and, most importantly, that no person gets to be a manager who is not highly thought of by those employees with whom he has worked or supervised. (Actually, this latter statement obviously is not true of this Agency, but it should be. Including it in this Statement is of utmost importance if you are to stir up some enthusiasm for excellence at the lower levels.)

Drop the paragraph on "Organization." Whatever it is supposed to be saying, and I've read it a dozen times, it definitely will glaze one's eyes.

Possibly the following does not belong in this exercise, but there has never been another place to put such thoughts, so here it is. There is one fact which works against any campaign for excellence in this Agency and that is its over-emphasis on youth. Although it is wise to encourage and challenge young employees, too much emphasis on youth is wrong. I believe young men at the helms of our directorates leads to deep-seated resentment and discouragement in older employees who have more experience and better judgment, who are more socially adept and who truly inspire respect in others.

And finally, I want to pass on one remark I heard when this project was first brought up in the office. It is the reason, probably more than anything else, why IBM has succeeded so superbly--"They pay more than any other U.S. company." Possibly our search for excellence is doomed from the start.

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SUBJECT: CIA's Statement of Goals and Principles

One does not stay in this business for the money as it just is not there; many Agency employees would command a higher salary in private industry, or even in other government agencies.

If an employee is to be enthusiastic and work toward achieving excellence in performance, he must first derive some satisfaction from his particular job--and this comes on-the-spot; an individual employee does not receive job satisfaction from "the way the President and the Congress and the public assess and value (the) results" of his efforts. It's a very long way from the basement file room to the White House and Capital Hill: an employee needs to know his efforts do contribute and are appreciated. This does not require a pat on the head each day, but it does require knowledge--the knowledge of where one's particular work fits in, that it is relevant, that it actually does need to be done.

C O N F I D E N T I A L

MEMORANDUM FOR: C/[] 25X1
FROM: C [] 25X1
SUBJECT: Draft Goals Statement for CIA as Outlined in Director's Speech

1. Attached are [] submissions as requested concerning Branch 25X1
personnel suggestions and thoughts on the Director's draft statement of goals
for the CIA.

C O N F I D E N T I A L

- To sustain the CIA as an organization of dedicated professional men and women who continuously aspire to seek and find the truth in the harsh realities of the world we live in.
- To instill within the CIA a firm understanding of its critical mission on behalf of the people of the United States.
- To foster and maintain a proud tradition of dedicated service and an esprit de corps that reflect our highest values of integrity, love of freedom and justice, and deep concern for the human condition throughout the world.

Re the Director's Statement of Objectives:

1. If our resources have to come from the public's assessment and valuation of our results, then we are in trouble. Not even Congress is so privileged.

2. I do not think leadership and recognition as the best intelligence service in the world is a realistic objective or standard. Simply becoming the best would be fine in and of itself. Our successes cannot and should not be trumpeted, so on what do we make the claim? Our value is and should be inextricably linked to the degree of success and world position of our country and its leaders. If it and they remain number one, then we are number one.

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